

**3/16/77 [3]**

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THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Ham Jordan -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

Re: Washington Deputy STR  
Alan Wolff

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
	EIZENSTAT
X	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ENROLLED BILL
	AGENCY BILL
	Staffing comments should go to Bert Carp within 48 hours; due from Carp to Staff Secretary next day.

	CAB DECISION
	EXECUTIVE ORDER
	Staffing comments should go to Doug Huron within 48 hours; due from Huron to Staff Secretary next day.

ACTION	FYI
	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HOYT
	HUTCHESON
	JAGODA
	KING
	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	WELLS
	VOORDE

---

THE WHITE HOUSE  
WASHINGTON

Mr. President:

Hamilton concurs with Strauss'  
recommendation.

Rick

THE PRESIDENT HAS SEEN.

March 10, 1977

*Ham - me -  
ok -  
check - Schultze  
+ Blumenthal  
first -  
J*

MEMORANDUM FOR THE PRESIDENT

977 MAR 11 PM 7 33

FROM : Bob Strauss *BWS*

SUBJECT: Washington Deputy STR

I want to respectfully submit to you the name of Alan Wolff to serve as Deputy Special Trade Representative (STR) in Washington.

Briefly Alan Wolff's background is as follows: He is now the Acting Special Trade Representative and has been General Counsel of STR for several years. In 1975, after the Trade Act passed he served as the head of our trade delegation in Geneva for four months until a Geneva Deputy was appointed. He has broad experience in trade negotiations, negotiating on both agricultural and industrial subjects with the Europeans and the Japanese, in particular. Before coming to STR, Wolff served for five years (1968-72) in the Treasury Department (as a senior attorney working on international trade, financial and monetary problems, frequently involving complex international negotiations). He is a recognized authority on trade law and the subjects involved in the current Geneva negotiations.

I have checked Alan Wolff through thoroughly with every reliable source, ranging from the Congress to leaders from all segments of the private sector, and even those people who are seeking one of these two deputy positions all agree that he is uniquely well suited to serve as my deputy.

I need his skills. After a search of several weeks, I recommend his appointment to you without any reservation or qualification whatsoever.

This memorandum may seem strange since I have not even been nominated, but we are getting so far behind in getting this trade job done that I have a sense of urgency with respect to my own nomination and confirmation, as well as that of Alan Wolff. I would hope that the preliminary process could get started very soon to move this forward.

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE

WASHINGTON

Date: March 14, 1977

MEMORANDUM

FOR ACTION:

Hamilton Jordan

FOR INFORMATION: Jim King

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Bob Strauss memo 3/10/77 re Washington Deputy  
STR.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 9:00 A.M.

DAY: Wednesday

DATE: March 16, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

*Please note other comments below:*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
X		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON

X	FOR STAFFING
	FOR INFORMATION
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	EXECUTIVE ORDER
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		H. CARTER
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		FALLOWS
		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
X		KING
		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		WELLS
		VOORDE



58  
Date: March 14, 1977

MEMORANDUM

## FOR ACTION:

Hamilton Jordan ✓

FOR INFORMATION: Jim King

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SUBJECT: Bob Strauss memo 3/10/77 re Washington Deputy STR.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 9:00 A.M.

DAY: Wednesday

DATE: March 16, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☐ I concur.☐ No comment.

Please note other comments below:

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If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Handwritten notes in red ink:

- Ham -
- Is Walt ok?
- No
- check
- ✓



March 10, 1977

MEMORANDUM FOR THE PRESIDENT

977 MAR 11 PM 7 33

FROM : Bob Strauss *BS*

SUBJECT: Washington Deputy STR

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I need his skills. After a search of several weeks, I recommend his appointment to you without any reservation or qualification whatsoever.

This memorandum may seem strange since I have not even been nominated, but we are getting so far behind in getting this trade job done that I have a sense of urgency with respect to my own nomination and confirmation, as well as that of Alan Wolff. I would hope that the preliminary process could get started very soon to move this forward.

THE WHITE HOUSE  
WASHINGTON  
March 16, 1977

Secretary Blumenthal -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Z. Brzezinski  
Stu Eizenstat  
Tim Kraft  
Fran Voorde  
Jack Watson

Re: Business International Roundtable

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
X	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

*To: Sec'y  
Dumenthal*

	FOR STAFFING
	FOR INFORMATION
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	AGENCY BILL
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	GAMMILL
	HARDEN
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	HUTCHESON
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	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	WELLS
X	VOORDE

THE WHITE HOUSE  
WASHINGTON

Mr. President:

Costanza, Schultze & Kraft concur with Blumenthal in favor of holding the meeting. Kraft suggests that you participate for  $\frac{1}{2}$  hour of a two hour meeting between the Business Roundtable and Kreps, Schultze, Lance, Blumenthal, et al.

Brzezinski does not recommend a meeting at this time. He does not think it appropriate to communicate suggested international economic policies through the private sector, as this would do.

Eizenstat is concerned that you may be prematurely drawn into discussion of positions the US will take at the May Economic Summit Meeting. Therefore he recommends that the meeting be held in early Summer rather than Spring.

The Vice President feels the meeting would be useful, but is not pushing it.

\_\_\_\_\_ approve meeting for Spring

\_\_\_\_\_ approve meeting for Summer

\_\_\_\_\_ half-hour \_\_\_\_\_ hour

\_\_\_\_\_ disapprove meeting at this time

*Rich*

THE WHITE HOUSE  
SIGNATURE MUST BE SECURED

TO: DATE... 3/16/77...  
The Honorable W. Michael Blumenthal  
Secretary of the Treasury NUMBER 003441  
Washington, D.C. 20220

TIME REC'D .....

RECEIVED BY *S. Sawyer*  
DELIVERED BY *G. Melvin*

RETURN RECEIPT ROOM ~~54 IN O.E.O.B.~~  
RICK HUTCHESON





THE PRESIDENT HAS SEEN.

ACTION

THE SECRETARY OF THE TREASURY

WASHINGTON 20220

FEB 23 1977

MEMORANDUM FOR THE PRESIDENT

Subject: Suggestion That You Meet With Business International Roundtable

I have met with Orville Freeman, President of Business International Corporation, concerning his plans to convene a very high level business-government Roundtable in Washington this Spring. Orville hopes that you can spare one hour to meet with the 100 or so presidents of major domestic and foreign corporations who will be here for the Roundtable.

I recommend that you accept this invitation. It offers you a unique opportunity to meet and influence many of the world's top business executives; in particular, it would be an excellent vehicle for persuading important German and Japanese executives that their governments' economic policies should track our program of prudent stimulus.

Business International is the most prestigious forum for communication between public and private sector leaders on a worldwide scale. The Roundtables, which are held regularly all over the world, are traditionally attended by the Head of State of the host nation. Presidents Kennedy and Johnson appeared before BI Roundtables early in their presidencies. I expect most of your Cabinet Members will put in appearances at this one. I understand that Freeman has spoken with the Vice President and Zbig, and that they agree this meeting would be very useful.

You would be expected to make a few remarks and then to answer questions for about 60 minutes. The whole session would be confidential, except of course to the extent you wished otherwise.

Business International plans the Roundtable for late April or early May and wishes to accommodate your schedule.

*Mike*  
W. Michael Blumenthal

Approve: \_\_\_\_\_

Preferred date/time: \_\_\_\_\_

Disapprove: *✓* \_\_\_\_\_

*Because of May Summit Meeting - J.C.*



# Business International Corporation

BY HAND

March 7, 1977

Mr. Tim Smith  
Deputy Appointment Secretary  
to the President  
The White House  
1600 Pennsylvania Avenue  
Washington, D.C.

RE: Proposed Business International Roundtable  
with the US Government

Dear Mr. Smith:

Enclosed you will find copies of correspondence on the proposed Business International Roundtable with the US Government.

The Vice President, the Secretary of the Treasury and the Chairman of the National Security Council all recommend that a BI Roundtable will be in the national interest. We need a decision soon to get ready.

When the dates have been confirmed, I will submit a Proposed Agenda which will include Cabinet Officers and other Government officials who might participate in the four day Roundtable, June 6th through 9th. This can be discussed and worked out with Secretary Blumenthal or whomever he or President Carter may designate.

Thanks for your help.

Sincerely yours,

Orville L. Freeman

OLF/bv

Encl.

cc: The Hon. Michael Blumenthal

THE WHITE HOUSE  
WASHINGTON

*cl. of [unclear]  
in [unclear]  
to [unclear] + 23*  
*How far  
stn*

Date: March 7, 1977

MEMORANDUM

FOR ACTION: Charles Schultze  
Midge Costanza-*concur*  
Stu Eizenstat  
Jack Watson

FOR INFORMATION: Landon Butler

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Secretary Blumenthal memo 2/23/77 re Suggestion That  
You meet with Business International Roundtable.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

ACTION REQUESTED:

☒ Your comments  
Other:

STAFF RESPONSE:

☐ I concur. ☐ No comment.  
Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



Date: March 7, 1977

MEMORANDUM

XC David  
Rubenstein

FOR ACTION: Charles Schultze  
Midge Costanza  
Stu Eizenstat ✓  
Jack Watson

FOR INFORMATION: Landon Butler

165

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Secretary Blumenthal memo 2/23/77 re Suggestion That  
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TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.☐ No comment.

Please note other comments below:

While I do not have any strong negative feelings about this meeting, and would defer to Secretary Blumenthal and Charlie Schultze, I am concerned that you may be prematurely drawn into discussion of positions the U.S. will take at the Economic Summit Meeting in May.

Therefore I would recommend that the meeting be held not in the Spring as suggested but in the early summer, at a time when our positions will have been publicly laid out and premature disclosure will not be a concern.

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If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



ACTION

## THE SECRETARY OF THE TREASURY

WASHINGTON 20220

FEB 23 1977

## MEMORANDUM FOR THE PRESIDENT

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Business International is the most prestigious forum for communication between public and private sector leaders on a worldwide scale. The Roundtables, which are held regularly all over the world, are traditionally attended by the Head of State of the host nation. Presidents Kennedy and Johnson appeared before BI Roundtables early in their presidencies. I expect most of your Cabinet Members will put in appearances at this one. I understand that Freeman has spoken with the Vice President and Zbig, and that they agree this meeting would be very useful.

You would be expected to make a few remarks and then to answer questions for about 60 minutes. The whole session would be confidential, except of course to the extent you wished otherwise.

Business International plans the Roundtable for late April or early May and wishes to accommodate your schedule.

*Mike*  
W. Michael Blumenthal

Approve: \_\_\_\_\_ Preferred date/time: \_\_\_\_\_

Disapprove: \_\_\_\_\_



THE WHITE HOUSE  
WASHINGTON

3/7

Rick:

I suggest sending in Blumenthal's one-pager thru you. You probably don't have to staff out, since you have ZB's comments and those of the VP -- altho you might want to poll Stu and Charlie Schultz.

My comment would be, let's convene them (in the State Room, for that large a group), have Lance, Blumenthal Kreps, et al, and the President for 30 minutes (of an overall two hour session)

TK

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

TO: Tim Kraft

FROM: Fran Voorde *frv*

RE: Business International Roundtable

DATE: March 3, 1977

Attached is a memo from Secretary Blumenthal requesting the President to meet with the Business International Roundtable.

In checking with Brzezinski, he advises that he does not recommend this meeting at this time. He does not feel it appropriate to communicate suggested international economic policies through the private sector, as this would seem to do. Rather, at this time, these communications should be transmitted through the normal channels, i.e. Presidential communications with heads of state or State Department through ambassadors, etc.

In checking with the Vice President, Jim Johnson advises the Vice President feels this meeting would be useful, but is not pushing it.

Please advise of President's wishes.

cc Tim Smith

MAR 03 1977

THE WHITE HOUSE  
WASHINGTON

2/25/77

TO: Tim Kraft

FROM: Fran *fran*

If the President approves,

I recommend we suggest

Friday, April 29, at 2:00 p.m.

at the White House.

THE WHITE HOUSE  
WASHINGTON

*copy of  
Blumenthal  
memo only*

*Schultz  
Action*

ACTION	FYI	
		MONDALE
<input checked="" type="checkbox"/>		COSTANZA
<input checked="" type="checkbox"/>		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
<input checked="" type="checkbox"/>		WATSON

- ☒ FOR STAFFING  
☐ FOR INFORMATION  
☐ TO PRESIDENT  
TODAY

ACTION	FYI	
		ARAGON
		BOURNE
		BRZEZINSKI
	<input checked="" type="checkbox"/>	BUTLER
		H. CARTER
		CLOUGH
		FALLOWS
		HARDEN
		HOYT
		KRAFT
		B. MITCHELL
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SIEGEL
		T. SMITH
		WELLS
		WOODRUFF

Date: March 7, 1977

## MEMORANDUM

FOR ACTION: Charles Schultze  
Midge Costanza  
Stu Eizenstat  
Jack Watson

FOR INFORMATION: Landon Butler

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Secretary Blumenthal memo 2/23/77 re Suggestion That  
You meet with Business International Roundtable.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☒ I concur.☐ No comment.

Please note other comments below:

*Midge Costanza*

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required  
reply, please telephone the Staff Secretary immediately. (Telephone, 7052)



Date: March 7, 1977

MEMORANDUM

FOR ACTION: Charles Schultze ✓  
Midge Costanza  
Stu Eizenstat  
Jack Watson

FOR INFORMATION: Landon Butler

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Secretary Blumenthal memo 2/23/77 re Suggestion That  
You meet with Business International Roundtable.

YOUR RESPONSE MUST BE DELIVERED  
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TIME: 2:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☒ I concur.☐ No comment.

Please note other comments below:

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If you have any questions or if you anticipate a delay in submitting the required  
material, please telephone the Staff Secretary immediately. (Telephone, 7052)



THE CHAIRMAN OF THE  
COUNCIL OF ECONOMIC ADVISERS  
WASHINGTON

March 8, 1977

MEMORANDUM FOR RICK HUTCHESON

FROM: CHARLIE SCHULTZE *CLS*

SUBJECT: Secretary Blumenthal's memo to the President  
on meeting with the Business International  
Roundtable of 2/23/77.

I concur with Secretary Blumenthal's recommendation.



THE WHITE HOUSE  
WASHINGTON  
March 16, 1977

Jack Watson

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Richard Harden  
Bob Linder

Re: Letter to State and Local  
Officials

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	<input checked="" type="checkbox"/> WATSON

	FOR STAFFING
	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
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	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	WELLS
	VOORDE

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

March 11, 1977

MEMORANDUM FOR: THE PRESIDENT  
FROM: JACK WATSON *Jack*  
RE: LETTER TO STATE AND LOCAL OFFICIALS

Attached is a draft letter from you to the governors, mayors, and chairmen of county boards throughout the country. The letter would go to approximately 18,000 to 20,000 state and local officials. Sending the letter would serve to highlight your interest in improving intergovernmental relations and in following through on your pledge for greater state and local participation in Federal policy making. It would also give you, I think, a substantial political benefit simply by virtue of your communicating with so many state and local elected officials.

The primary disadvantage of sending the letter is that it may trigger an absolute deluge of telephone calls, letters, requests, etc., to me and my extremely small intergovernmental affairs staff. On balance, it's a close call.

What do you think?

*Jack*  
*let's wait until*  
*things slow down*  
*slightly -*  
*J. C.*

**Electrostatic Copy Made  
for Preservation Purposes**

FALLOWS DRAFT



THE WHITE HOUSE

WASHINGTON

To

One of the things I hope we can achieve together over the next four years is better cooperation among the levels of government -- local, state, and federal.

From my own experience as a county school board member, state legislator, and governor, I know all too well the frustrations of dealing with the countless programs and funding sources that confront state and local officials. One of my goals as President is to help shape the kind of intergovernmental partnerships that will cut down on those frustrations -- for ourselves and especially for the people we serve.

To help focus our efforts, I have designated one of my senior aides, Jack Watson, to be Assistant to the President for Intergovernmental Relations. I wanted to let you know that I've asked Jack and his staff to work closely with you, as well as with federal officials, on matters of mutual concern.

There is no easy solution to the difficulties of intergovernmental relations. A certain degree of confusion and friction is probably built into a federal system. Also, we have to balance our desire for more flexibility and less red tape against the need to be accountable for the money we spend and the programs we run. But you can depend on our being sensitive to how things look from where you sit. We want to do everything in our power to help you provide good government.

Warm personal regards.

Sincerely,

The Honorable  
Governor of

WATSON DRAFT

THE WHITE HOUSE

WASHINGTON

To

Effective administration of complex public programs today demands a high degree of cooperation and coordination among federal, state and local governments. As a former county school board member, state legislator and governor, I experienced firsthand the frequent frustrations of trying to deal with the countless programs and funding sources that confront state and local officials. One of my primary goals as President is to help shape strong intergovernmental partnerships that will enable us to serve our people more efficiently and compassionately.

To help focus our efforts in this area, I have designated one of my senior White House aides, Jack Watson, as Assistant to the President for Intergovernmental Relations. I have asked Jack and his staff to work closely with you, as well as with federal officials, on important matters of mutual concern.

I have no illusions that the fundamental difficulties of intergovernmental relations will be easily solved. We must constantly balance our desire for greater flexibility and less red tape with the need to be accountable for the money we spend and the programs we run.

My purpose here is not to promise quick and simple solutions; it is merely to say that you can depend on our being sensitive to "how things look from where you sit." We want to do everything in our power to help you provide good government.

Warm personal regards.

Sincerely,

The Honorable  
Governor of

THE WHITE HOUSE  
WASHINGTON

Hold for  
retype letters  
from Kinder

---

OK

THE WHITE HOUSE

WASHINGTON

Date: March 12, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat  
Hamilton Jordan *NC*  
Jim Fallows *attached*  
Richard Harden *comment*

FOR INFORMATION: The Vice President  
Jody Powell

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jack Watson memo 3/11/77 re Letter to State  
and Local Officials.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 1:00 P.M.

DAY: Tuesday

DATE: March 15, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

*Please note other comments below:*

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THE WHITE HOUSE  
WASHINGTON

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		LIPSHUTZ
		MOORE
	X	POWELL
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		CLOUGH
X		FALLOWS
		FIRST LADY
		GAMMILL
X		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING
		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		WELLS
		VOORDE

WASHINGTON  
Date: March 12, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat  
Hamilton Jordan  
Jim Fallows  
Richard Harden ✓

FOR INFORMATION: The Vice President  
Jody Powell

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jack Watson memo 3/11/77 re Letter to State  
and Local Officials.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 1:00 P.M.

DAY: Tuesday

DATE: March 15, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

Because of the current problems we are  
having with mail, I don't think this type of  
letter is desirable. There is also the question  
of who is going to prepare the letters. I  
would suggest that we wait until we have an issue  
that directly affects state and local gov'ts before  
sending out such a letter.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required  
material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Richard  
Harden

THE WHITE HOUSE

WASHINGTON

March 15, 1977

MEMORANDUM FOR: RICK HUTCHESON

FROM: RICK HERTZBERG ~~TH~~

RE: Letter to State and Local  
Officials

Here's a revised version of the attached Jack Watson letter, which I did in the absence of Jim Fallows, who is otherwise occupied.

It seems his wife gave birth to a baby boy at around 8:30 this morning.



54  
Date: March 12, 1977

## MEMORANDUM

## FOR ACTION:

Stu Eizenstat  
Hamilton Jordan ✓  
Jim Fallows  
Richard Harden

FOR INFORMATION: The Vice President  
Jody Powell

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jack Watson memo 3/11/77 re Letter to State  
and Local Officials.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 1:00 P.M.

DAY: Tuesday

DATE: March 15, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☐ I concur.☒ No comment.*Please note other comments below:***PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE

WASHINGTON

Dear

Effective administration of complex public programs today demands a high degree of cooperation and coordination among federal, state and local governments. As a former county school board member, state legislator and governor, I experienced firsthand the frequent frustrations of trying to deal with the countless programs and funding sources that confront state and local officials. One of my primary goals as President is to help shape strong intergovernmental partnerships that will enable us to serve our people more efficiently and compassionately.

To help focus our efforts in this area, I have designated one of my senior White House aides, Jack Watson, as Assistant to the President for Intergovernmental Relations. I have asked Jack and his staff to work closely with you, as well as with federal officials, on important matters of mutual concern.

I have no illusions that the fundamental difficulties of intergovernmental relations will be easily solved. We must constantly balance our desire for greater flexibility and less red tape with the need to be accountable for the money we spend and the programs we run.

My purpose here is not to promise quick and simple solutions; it is merely to say that you can depend on our being sensitive to "how things look from where you sit." We want to do everything in our power to help you provide good government.

Warm personal regards.

Sincerely,

The Honorable  
Governor of the State of



THE WHITE HOUSE

WASHINGTON

Dear

One of the things I hope we can achieve together over the next four years is better cooperation among the levels of government -- local, state, and federal.

From my own experience as a county school board member, state legislator, and governor, I know all too well the frustrations of dealing with the countless programs and funding sources that confront state and local officials. One of my goals as President is to help shape the kind of intergovernmental partnerships that will cut down on those frustrations -- for ourselves and especially for the people we serve.

To help focus our efforts, I have designated one of my senior aides, Jack Watson, to be Assistant to the President for Intergovernmental Relations. I wanted to let you know that I've asked Jack and his staff to work closely with you, as well as with federal officials, on matters of mutual concern.

There is no easy solution to the difficulties of intergovernmental relations. A certain degree of confusion and friction is probably built into a federal system. Also, we have to balance our desire for more flexibility and less red tape against the need to be accountable for the money we spend and the programs we run. But you can depend on our being sensitive to how things look from where you sit. We want to do everything in our power to help you provide good government.

Warm personal regards.

Sincerely,

The Honorable  
Governor of the State of

THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Greg Schneiders -

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Midge Costanza  
Hugh Carter  
Richard Harden

Re: Presidential Correspondence and  
the Autopen

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
X	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ENROLLED BILL
	AGENCY BILL
	Staffing comments should go to Bert Carp within 48 hours; due from Carp to Staff Secretary next day.

	CAB DECISION
	EXECUTIVE ORDER
	Staffing comments should go to Doug Huron within 48 hours; due from Huron to Staff Secretary next day.

ACTION	FYI
	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
X	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
X	HARDEN
	HOYT
	HUTCHESON
	JAGODA
	KING
	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
X	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	WELLS
	VOORDE

THE WHITE HOUSE  
WASHINGTON

Mr. President:

Hugh Carter disagrees with Greg - since only 1-2% of the mail is signed by the auto-pen, Greg's suggestion would make very little difference.

Midge and Susan Clough concur with Greg. Susan suggests an alternate text:

"Dear \_\_\_\_\_:

President Carter has asked me to  
thank you for your recent letter.  
The President regrets that he cannot  
personally respond, but the heavy  
volume of mail he receives daily  
precludes such individual answers."

No other staff comments received.

Rick

*add:*

*Your opinion is important  
to him.*

Electrostatic Copy Made  
for Preservation Purposes



THE WHITE HOUSE

WASHINGTON

March 6, 1977

MEMORANDUM FOR: The President  
FROM: Greg Schneiders *Greg*  
SUBJECT: Presidential Correspondence and  
the Autopen

To avoid the misleading use of the autopen, we could have all letters (or most) not personally signed by you answered by the staff in the following way:

Dear \_\_\_\_\_:

Due to the many demands on his time, President Carter is able to read and personally answer only a few of the thousands of letters he receives each day. Therefore, he has asked me to respond to your letter. *no*

(Appropriate staff response)

Sincerely,

\_\_\_\_\_  
Director of Correspondence

There is a political and often a personal human cost involved in this approach but the arguments against proliferation of bogus Presidential documents and the misleading of the public are strong.

Should we adopt this approach?

YES ☒

NO ☐

*but use other  
(Susanne) text  
JC*

Electrostatic Copy Made  
for Preservation Purposes



THE WHITE HOUSE  
WASHINGTON

Date: March 7, 1977

MEMORANDUM

FOR ACTION:

*copy*  
*N/C*  
The Vice President  
Midge Costanza Jody Powell  
Stu Eizenstat Jack Watson  
Hamilton Jordan Hugh Carter - *see comments*  
Bob Lipshutz Susan Clough - *see changes*  
Frank Moore Richard Harden - *has question*

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Greg Schneiders memo 3/6/77 re  
Presidential Correspondence and the  
autopen.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 5:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON

- ☒ FOR STAFFING  
☐ FOR INFORMATION  
☐ TO PRESIDENT  
TODAY

ACTION	FYI	
		ARAGON
		BOURNE
		BRZEZINSKI
<input checked="" type="checkbox"/>		BUTLER
<input checked="" type="checkbox"/>		H. CARTER
<input checked="" type="checkbox"/>		CLOUGH
		FALLOWS
<input checked="" type="checkbox"/>		HARDEN
		HOYT
		KRAFT
		B. MITCHELL
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SIEGEL
		T. SMITH
		WELLS
		VOORDE

THE WHITE HOUSE

WASHINGTON

March 6, 1977

MEMORANDUM FOR: The President  
FROM: Greg Schneiders *Greg*  
SUBJECT: Presidential Correspondence and  
the Autopen

To avoid the misleading use of the autopen, we could have all letters (or most) not personally signed by you answered by the staff in the following way:

Dear \_\_\_\_\_:

Due to the many demands on his time, President Carter is able to read and personally answer only a few of the thousands of letters he receives each day. Therefore, he has asked me to respond to your letter.

(Appropriate staff response)

Sincerely,

Director of Correspondence

There is a political and often a personal human cost involved in this approach but the arguments against proliferation of bogus Presidential documents and the misleading of the public are strong.

Should we adopt this approach? YES \_\_\_\_\_  
NO \_\_\_\_\_



Date: March 7, 1977

## MEMORANDUM

## FOR ACTION:

The Vice President  
Midge Costanza Jody Powell  
Stu Eizenstat Jack Watson  
Hamilton Jordan Hugh Carter  
Bob Lipshutz Susan Clough ✓  
Frank Moore Richard Harden

## FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Greg Schneiders memo 3/6/77 re  
Presidential Correspondence and the  
autopen.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 5:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☐ I concur.☐ No comment.*Please note other comments below:***PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



THE WHITE HOUSE

WASHINGTON

March 6, 1977

MEMORANDUM FOR: The President  
FROM: Greg Schneiders *Greg*  
SUBJECT: Presidential Correspondence and  
the Autopen

To avoid the misleading use of the autopen, we could have all letters (or most) not personally signed by you answered by the staff in the following way:

Dear \_\_\_\_\_:

Due to the many demands on his time, President Carter is able to read and personally answer only a few of the thousands of letters he receives each day. Therefore, he has asked me to respond to your letter.

(Appropriate staff response)

Sincerely,

\_\_\_\_\_  
Director of Correspondence

There is a political and often a personal human cost involved in this approach but the arguments against proliferation of bogus Presidential documents and the misleading of the public are strong.

Should we adopt this approach? YES \_\_\_\_\_  
NO \_\_\_\_\_

Date: March 7, 1977

MEMORANDUM

## FOR ACTION:

The Vice President  
 Midge Costanza Jody Powell  
 Stu Eizenstat Jack Watson  
 Hamilton Jordan Hugh Carter  
 Bob Lipshutz Susan Clough  
 Frank Moore Richard Harden

## FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Greg Schneiders memo 3/6/77 re  
 Presidential Correspondence and the  
 autopen.

YOUR RESPONSE MUST BE DELIVERED  
 TO THE STAFF SECRETARY BY:

TIME: 5:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☐ I concur.☐ No comment.

Please note other comments below:

3/8/77

The autopen is used on only ~~2%~~ between one and two percent of the presidential mail. Twenty <sup>nine</sup> ~~three~~ percent is now handled by the staff; forty five percent is sent to the agencies; twenty three percent is handled by pre-printed material; and less than one percent is actually signed by the President. I have no objection to this approach but since it involves such a

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Small percentage of the mail I doubt that it would make much difference, Hugh Carter



THE WHITE HOUSE  
WASHINGTON

March 6, 1977

MEMORANDUM FOR: The President  
FROM: Greg Schneiders *Gay*  
SUBJECT: Presidential Correspondence and  
the Autopen

To avoid the misleading use of the autopen, we could have all letters (or most) not personally signed by you answered by the staff in the following way:

Dear \_\_\_\_\_:

Due to the many demands on his time, President Carter is able to read and personally answer only a few of the thousands of letters he receives each day. Therefore, he has asked me to respond to your letter.

(Appropriate staff response)

Sincerely,

Director of Correspondence

There is a political and often a personal human cost involved in this approach but the arguments against proliferation of bogus Presidential documents and the misleading of the public are strong.

Should we adopt this approach?      YES \_\_\_\_\_  
NO \_\_\_\_\_

Date: March 7, 1977

MEMORANDUM

## FOR ACTION:

The Vice President  
Midge Costanza Jody Powell  
Stu Eizenstat Jack Watson  
Hamilton Jordan Hugh Carter  
Bob Lipshutz Susan Clough  
Frank Moore Richard Harden

## FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Greg Schneiders memo 3/6/77 re  
Presidential Correspondence and the  
autopen.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 5:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☒ I concur.☐ No comment.

Please note other comments below:

*Midge Costanza*

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



THE WHITE HOUSE

WASHINGTON

March 6, 1977

MEMORANDUM FOR: The President  
FROM: Greg Schneiders *Greg*  
SUBJECT: Presidential Correspondence and  
the Autopen

To avoid the misleading use of the autopen, we could have all letters (or most) not personally signed by you answered by the staff in the following way:

Dear \_\_\_\_\_:

Due to the many demands on his time, President Carter is able to read and personally answer only a few of the thousands of letters he receives each day. Therefore, he has asked me to respond to your letter.

(Appropriate staff response)

Sincerely,

\_\_\_\_\_  
Director of Correspondence

There is a political and often a personal human cost involved in this approach but the arguments against proliferation of bogus Presidential documents and the misleading of the public are strong.

Should we adopt this approach?

YES

☒

NO

☐

*Widge*  
*Greg*

Date: March 7, 1977

MEMORANDUM

3/8  
RF

## FOR ACTION:

The Vice President  
Midge Costanza Jody Powell  
Stu Eizenstat Jack Watson  
Hamilton Jordan Hugh Carter  
Bob Lipshutz Susan Clough  
Frank Moore Richard Harden

## FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Greg Schneiders memo 3/6/77 re  
Presidential Correspondence and the  
autopen.YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 5:00 P.M.

DAY: Wednesday

DATE: March 9, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☐ I concur.☐ No comment.

Please note other comments below:

*Is the director of correspondence  
going to use the auto-pen?*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE  
WASHINGTON  
          

Mr. President:

Costanza concurs and Eizenstat  
has no comment.

H. Carter thinks that since  
only 1 to 2% of the mail is  
signed by the auto-pen, it  
will make very little differ-  
ence.

Susan Clough has offered a  
slight revision. (See Tab A).

Rick (wds)



March 8, 1977

Rick --

I agree with Greg. However, I think it's important that there be room for a little flexibility for some Presidential responses...other than the standard congratulatory messages...some on a random sampling, and some just because it seems appropriate due to nature of incoming correspondence.

I would suggest a little bit of a change in the wording to something like the following. Maybe the wording can be changed every month or so in order not to appear as too much of a "canned" response.

Dear \_\_\_\_\_:

President Carter has asked me to thank you for your recent letter. The President regrets that he cannot personally respond, but the heavy volume of mail he receives daily precludes such individual answers.

(This doesn't make it sound like the demands on his time are more important than the individual citizens of the country. I'd use this version for the first month or two...and then (a) continue to use it for some of the constituents while also (b) using a version in which the second sentence is deleted.)

-- Susan

cc Val 3/22



TAB A

THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Secretary Brown -

The attached letter has been sent  
to Dr. Teller today. This copy  
is for your information.

Rick Hutcheson

cc: Jack Watson

Re: Peaceful Nuclear Testing

*file to Central Files*

X

THE WHITE HOUSE  
WASHINGTON

3-16-77

To Dr Edward Teller

Your letter on peaceful  
nuclear testing is very  
helpful to me. I hope  
you will let me and  
Harold Brown have the  
benefit of your contin-  
uing advice.

Jimmy Carter

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

*cc Brown  
Watson*

*orig to  
Teller*

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ENROLLED BILL
	AGENCY BILL
	Staffing comments should go to Bert Carp within 48 hours; due from Carp to Staff Secretary next day.

	CAB DECISION
	EXECUTIVE ORDER
	Staffing comments should go to Doug Huron within 48 hours; due from Huron to Staff Secretary next day.

ACTION	FYI
	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HOYT
	HUTCHESON
	JAGODA
	KING
	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	WELLS
	VOORDE



THE WHITE HOUSE  
SIGNATURE MUST BE SECURED

TO:

DATE... 3/16/77

NUMBER 003442

The Honorable Robert Strauss  
Special Rep. for Trade Negotiations  
1800 G Street N. W.  
Washington, D. C. 20506

TIME REC'D 9:50

RECEIVED BY .....

DELIVERED BY .....

RETURN RECEIPT ROOM ~~54 IN O. E. O. B.~~  
RICK HUTCHESON

THE WHITE HOUSE  
SIGNATURE MUST BE SECURED

TO:

DATE... 3/16/77

NUMBER 003443

The Honorable Juanita M. Kreps  
Secretary of Commerce  
Washington, D. C. 20230

TIME REC'D .....

RECEIVED BY .....

DELIVERED BY .....

RETURN RECEIPT ROOM ~~54 IN O. E. O. B.~~  
RICK HUTCHESON

THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Secretary Blumenthal  
Secretary Kreps  
Robert Strauss  
Charles L. Schultze  
Z. Brzezinski  
Stu Eizenstat  
Hamilton Jordan  
Jack Watson

The attached was returned in the  
President's outbox and is forwarded to  
you for your information and guidance.

Rick Hutcheson

Re: Role of Special Representative  
for Trade Negotiations

THE WHITE HOUSE  
WASHINGTON

*Send as  
indicated  
else*

ACTION	FYI	
		MONDALE
		COSTANZA
	X	EIZENSTAT
	X	JORDAN
		LIPSHUTZ
		MOORE
		POWELL
	X	WATSON

FOR STAFFING  
FOR INFORMATION  
FROM PRESIDENT'S OUTBOX  
LOG IN/TO PRESIDENT TODAY  
IMMEDIATE TURNAROUND

ENROLLED BILL  
AGENCY BILL  
Staffing comments  
should go to Bert  
Carp within 48  
hours; due from  
Carp to Staff  
Secretary next day.

CAB DECISION  
EXECUTIVE ORDER  
Staffing comments  
should go to Doug  
Huron within 48  
hours; due from  
Huron to Staff  
Secretary next day.

ACTION	FYI	
		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING
		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		WELLS
		VOORDE

THE WHITE HOUSE

WASHINGTON

March 15, 1977

ok  
J. Carter

cc: Strauss  
Blumenthal  
Schultz  
Brezinski  
Kreps

THIS DOCUMENT HAS BEEN.

MEMORANDUM FOR THE PRESIDENT

FROM: STU EIZENSTAT  
BERT LANCE  
CY VANCE

SUBJECT: Role of the Special Representative for  
Trade Negotiations

Congressional Intent in Creating STR

The Congressional purpose in creating the position and the office of the STR was to ensure that the U.S. speak with one voice in international trade negotiations and that the positions taken at these negotiations accurately reflect the interest of Congress. The office of the STR provides a mechanism for intra-governmental development and coordination of trade policy and a focal point for Congressional oversight of that policy.

Basic Responsibilities of STR

The STR's basic responsibilities are to (1) serve as the chief U.S. representative in most trade negotiations, (2) be responsible to the President and the Congress for the administration of the U.S. trade agreements programs, (3) chair a number of inter-agency trade policy committees, and (4) act as the chief Administration spokesman at home and abroad on trade matters.

Shared Responsibilities

For trade policy to be properly integrated with our overall international economic policy, it is imperative that STR, State, Treasury and other concerned agencies work together as a team in specific areas of overlapping jurisdiction and interest. We think that the structure set out below, which has been mutually worked out by STR, State, and Treasury over the past several years, is appropriate and recommend that it be continued.

**Electrostatic Copy Made  
for Preservation Purposes**



1. STR is the lead agency on:

- Multilateral trade negotiations (MTN);
- GATT policy making;
- Administration of the Generalized System of Preferences (GSP);
- Negotiation of the Multifiber Textile Arrangement;
- Tariff negotiations generally;
- Negotiation of orderly marketing arrangements;
- Consideration of U.S. retaliation against unjustifiable or unreasonable foreign trade practices;
- Import relief cases; and
- Trade elements of general bilateral economic negotiations.

2. State is the lead agency on:

- Bilateral economic negotiations (with STR taking lead on trade elements);
- United Nations matters (UN General Assembly and UNCTAD); and
- OECD (State takes general policy lead on non-trade matters, State and STR jointly chair U.S. delegation to OECD Trade Committee).

3. Treasury is the Responsible Agency On:

- Administration of countervailing duty and anti-dumping laws.

4. Treasury and State (with STR participating) jointly develop:

- East-West trade policy (Treasury chairs the East-West Foreign Trade Board); and
- International commodity policy, with State taking the lead in negotiations on each of these.

Economic Policy Group

You have determined that under your Administration decisions on international and domestic economic policy will be coordinated and considered under a common framework. Accordingly, major issues of international economic policy, including trade policy and decisions, should be considered and passed on by the EPG. STR should be a member of the EPG and should take a principal role in discussion of trade matters.

THE WHITE HOUSE

WASHINGTON

March 15, 1977

Mr. President:

The attached memorandum has been prepared by Bob Ginsburg based on memoranda from and discussion with State, Treasury, OMB, CEA, and STR. Although I understand Mike Blumenthal and Charlie Schultze have prepared separate memos for you, the attached has been discussed with members of their staff, and I do not think Blumenthal or Schultze would find any major disagreement.

*Stu Eizenstat*

Stu Eizenstat

Mr. President:

I have not attached Schultze and Blumenthal memos -- they merely repeat the conclusion's of Stu's memo without adding additional points.

Rick



THE CHAIRMAN OF THE  
COUNCIL OF ECONOMIC ADVISERS  
WASHINGTON

March 15, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: CHARLIE SCHULTZE <sup>CLS</sup>

SUBJECT: Role of the Special Trade Representative

A detailed note is being prepared for you and coordinated by White House staff on the role of the Special Representative for Trade Negotiations. My views briefly are as follows:

STR's Basic Responsibilities

The STR's basic responsibilities are to: a) to serve as the chief U. S. representative in most trade negotiations, b) be responsible to the President and the Congress for the administration of the U. S. trade agreements programs, c) chair a number of interagency trade policy committees, and d) act as the chief Administration spokesman at home and abroad on most trade matters. The Congressional intent in providing a statutory basis for the position and the supporting staff of the STR was to insure that the United States speaks with one voice in the international trade negotiations and that the positions taken in these negotiations accurately reflect the intent of the Congress. I suggest that you maintain the present legal framework under which the STR and other agencies develop and negotiate international trade agreements.

Relationship to EPG

It is essential that decisions on international and domestic economic policies, including trade policy, come to you through the EPG.

- o STR should be a member of EPG and sit in as a full equal whenever trade and related policies are being discussed.
- o STR, in practice, can be the lead agency, under the EPG, in drawing up options for consideration.



- o But, all such matters should come up through the EPG to you, not directly from STR.
- o STR, like Cabinet members, should have direct access to you to appeal EPG decisions.



THE SECRETARY OF THE TREASURY  
WASHINGTON 20220

977 MAR 15 PM 12 37

March 15, 1977

Please  
fwd to  
the President  
immediately -  
JW  
Charles Schulze  
concur with  
Mike's  
comments  
in a separate  
memorandum.  
JW

MEMORANDUM TO THE PRESIDENT

Subject: Role of the Special Representative for Trade  
Negotiations

Congressional Intent in Creating STR

Congress established STR under the Trade Act of 1962 to insure that the U.S. speak with one voice in international trade matters, reflecting Congressional as well as the President's views. STR is to act as the mechanism for developing and negotiating specific trade policy issues and maintaining contact with the Congress on these matters.

Specific Responsibilities of STR

STR's responsibilities are to:

- 1) Represent the U.S. in most trade negotiations, particularly those carried out under the GATT in Geneva;
- 2) Administer the U.S. trade agreements program and to be responsible to the President and to the Congress for them;
- 3) To be the lead Administration spokesman on trade matters in international forums;
- 4) To coordinate and chair interagency consideration of specific international trade issues as they arise.

Relationship of STR to Economic Policy Making

STR's responsibilities closely relate to many other domestic and international economic policy issues, cutting across the activities of virtually every Cabinet department, particularly State, Treasury, Labor, Commerce, CEA, and OMB. It is therefore essential that STR's positions on trade issues be coordinated within the overall framework of the general economic policies of your Administration.

You have directed that this coordination of all international and domestic economic policy issues be carried out by a single body: the Economic Policy Group. Accordingly the STR should, like every Cabinet officer, be a member of the Economic Policy Group. On any matter of specific interest to the STR, in carrying out his trade responsibilities, STR should be invited to participate fully in EPG Executive Committee meetings.

All major STR trade policy decisions should be passed through the EPG for review and interagency clearance, in the same way as any other economic policy issue, prior to being presented to the President for final disposition.

Hence, as the STR carries out the responsibilities assigned to him by statute, he should coordinate his decisions through the Economic Policy Group, in the same manner as would any Cabinet member.

Mike

W. Michael Blumenthal



THE WHITE HOUSE  
WASHINGTON  
March 15, 1977

ok  
J. Carter

cc: Strauss  
Blumenthal  
Schultz  
Brezinski  
Kreps

THE PRESIDENT HAS SEEN.

MEMORANDUM FOR THE PRESIDENT

FROM: STU EIZENSTAT  
BERT LANCE  
CY VANCE

SUBJECT: Role of the Special Representative for  
Trade Negotiations

#### Congressional Intent in Creating STR

The Congressional purpose in creating the position and the office of the STR was to ensure that the U.S. speak with one voice in international trade negotiations and that the positions taken at these negotiations accurately reflect the interest of Congress. The office of the STR provides a mechanism for intra-governmental development and coordination of trade policy and a focal point for Congressional oversight of that policy.

#### Basic Responsibilities of STR

The STR's basic responsibilities are to (1) serve as the chief U.S. representative in most trade negotiations, (2) be responsible to the President and the Congress for the administration of the U.S. trade agreements programs, (3) chair a number of inter-agency trade policy committees, and (4) act as the chief Administration spokesman at home and abroad on trade matters.

#### Shared Responsibilities

For trade policy to be properly integrated with our overall international economic policy, it is imperative that STR, State, Treasury and other concerned agencies work together as a team in specific areas of overlapping jurisdiction and interest. We think that the structure set out below, which has been mutually worked out by STR, State, and Treasury over the past several years, is appropriate and recommend that it be continued.



1. STR is the lead agency on:

- Multilateral trade negotiations (MTN);
- GATT policy making;
- Administration of the Generalized System of Preferences (GSP);
- Negotiation of the Multifiber Textile Arrangement;
- Tariff negotiations generally;
- Negotiation of orderly marketing arrangements;
- Consideration of U.S. retaliation against unjustifiable or unreasonable foreign trade practices;
- Import relief cases; and
- Trade elements of general bilateral economic negotiations.

2. State is the lead agency on:

- Bilateral economic negotiations (with STR taking lead on trade elements);
- United Nations matters (UN General Assembly and UNCTAD); and
- OECD (State takes general policy lead on non-trade matters, State and STR jointly chair U.S. delegation to OECD Trade Committee).

3. Treasury is the Responsible Agency On:

- Administration of countervailing duty and anti-dumping laws.

4. Treasury and State (with STR participating) jointly develop:

- East-West trade policy (Treasury chairs the East-West Foreign Trade Board); and
- International commodity policy, with State taking the lead in negotiations on each of these.

Economic Policy Group

You have determined that under your Administration decisions on international and domestic economic policy will be coordinated and considered under a common framework. Accordingly, major issues of international economic policy, including trade policy and decisions, should be considered and passed on by the EPG. STR should be a member of the EPG and should take a principal role in discussion of trade matters.

✓

THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Jim Schlesinger

**The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.**

**Rick Hutcheson**

**Re: Future of Tennessee Valley  
Authority**

THE WHITE HOUSE  
WASHINGTON

Mr. President:

Freeman memo on TVA is  
forwarded FYI from  
Schlesinger. Biographical  
sketch of Freeman is  
attached.

Rick



## BIOGRAPHICAL SKETCH OF S. DAVID FREEMAN

Mr. Freeman is presently an assistant to Dr. James R. Schlesinger in the Energy Policy and Planning Office of the Executive Office of the President. From November, 1976, through January, 1977, Mr. Freeman was a member of the Transition Team of President-Elect Carter and worked in Atlanta for Governor Carter in August and September, 1976.

From September, 1971, to July, 1976, Mr. Freeman was a special energy and resources consultant to the Senate Commerce Committee. From September, 1971, until October, 1974, Mr. Freeman served as Director of the Ford Foundation's Energy Policy Project and is author of Energy: the New Era published in June, 1974. Mr. Freeman was in the President's Office of Science and Technology (OST) from December, 1967, until September 1, 1971, leading an Energy Policy Staff with the responsibility for coordinating energy policy on a government-wide basis. In his last year in OST, Mr. Freeman's responsibilities also included the broad area of environmental quality.

From January, 1966, to December, 1967, Mr. Freeman practiced law in Washington as a partner in the firm of Swidler and Freeman. Prior to entering private practice, he was Assistant to the Chairman of the Federal Power Commission from 1961 to 1965, playing a leading role in the conduct of the FPC's National Power Survey and in the planning and execution of the FPC's electric power and natural gas regulatory programs.

Before moving to Washington in 1961, Mr. Freeman served as an attorney with the Tennessee Valley Authority in Knoxville, Tennessee, from 1956 to 1961, specializing in legal aspects of TVA's power program and in handling transportation matters before the Interstate Commerce Commission and the courts.

Born in Chattanooga, Tennessee, Mr. Freeman holds a civil engineering degree from Georgia Institute of Technology and a law degree from the University of Tennessee. He worked for TVA as an engineer from 1948-1954, designing steam electric power plants and hydroelectric stations.

In 1954, he entered law school, continuing to work as an engineer on a part-time basis. He earned a law degree from the University of Tennessee in December, 1956, graduating first in his class. He is a member of the Order of the Coif, the American Bar Association and the Federal Bar Association. He is a member of the Bar of Tennessee, the District of Columbia, and of the United States Supreme Court. He is also a licensed professional engineer.

Mr. Freeman and his wife, Marianne, have three children and live in Bethesda, Maryland.

2/19/77



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Mr. Freeman and his wife, Marianne, have three children and live in Bethesda, Maryland.

2/19/77

*To Schlesinger - Put these ideas plus your own into a letter from me to TVA Board, asking for their assessment of the proposals - J.C.*

EXECUTIVE OFFICE OF THE PRESIDENT  
ENERGY POLICY AND PLANNING  
WASHINGTON, D.C. 20500

THE PRESIDENT HAS SEEN.

March 5, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

S. DAVID FREEMAN *sof*

SUBJECT:

Future of the Tennessee Valley Authority

TVA was created to restore the economic health of the region. Low cost hydroelectric power was the major development tool and the yardstick to measure private utility performance.

TVA now faces the same dilemma as the nation but in a much more dramatic way. It continues to push economic growth on the basis of low cost energy yet its rates are climbing to pay for expensive new capacity. Rapid growth thus causes energy inflation and major environmental problems.

TVA needs a new sense of direction as bold and imaginative as its original mission but directed to current concerns.

With such direction TVA can provide a highly visible example of how your energy policy that stresses conservation, "clean" coal and solar energy can contribute to environmental protection and economic growth.

Conservation

Conservation can reduce consumers' power bills and reduce environmental damage as well.

- 1) TVA could make energy conservation its major goal. The Valley could lead the nation in fuel savings (perhaps 1% energy growth) because it now has higher use (and waste).
- 2) TVA and its distributors could finance energy conservation measures.
- 3) TVA pioneered the promotional rate schedule. By adopting peak load pricing, TVA would provide a new yardstick for the utilities that stresses conservation.

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for Preservation Purposes



- 4) TVA and its distributors, working with ERDA, could channel their promotional drive to perfect and demonstrate electric vehicles that could reduce the need for imported oil.

### Coal

TVA as the nation's largest purchaser of coal could:

- 1) Take the lead in organizing small miners in Appalachia into marketing cooperatives to increase use of Eastern coal.
- 2) Contract for new deep mine demonstrations (e.g. long-wall mining) to improve productivity and safety.
- 3) Accelerate the research for using coal as a source of ammonia for fertilizer.

### Solar Energy

- 1) TVA could dramatically underscore your new priorities by promoting solar energy in homes and industries.

### Environmental Protection

TVA should lead the way in demonstrating how energy needs can be satisfied in harmony with environmental goals instead of resisting environmental requirements. This means making investments and decisions that:

- 1) Demonstrate new clean-up technology in its coal burning power plants,
- 2) Stress safety measures at its nuclear plants,
- 3) Implement strong reclamation requirements in its coal contracts,
- 4) Apply your new criteria on water resources projects to TVA's dam building program.

### Economic Growth

TVA needs a new tool for economic growth because large pockets of poverty still exist in the Valley and in the nation.

The TVA Board, working with all levels of government and private industry should be able to fashion private



enterprise programs that would be models for the nation in reducing unemployment.

Labor intensive conservation investments could replace dams and power plants as the main tool for economic growth. Other such industries are solar energy, recycling of materials, strip mine reclamation, expanded recreation facilities, and adult education.

#### Aid To Developing Nations

TVA has been the symbol around the world of the big dam approach to economic progress in developing nations. But it could combine its agricultural and energy know-how to provide a new yardstick for developing nations that stresses smaller-scale technology and renewable resources to improve food and energy self-sufficiency.

TVA could thus help provide a positive alternative to environmentally destructive dams or nuclear power plants that raise proliferation problems when placed in the hands of underdeveloped nations.

TVA began as an experiment in grass roots democracy but in recent years appears to have lost contact with large segments of the people in the Valley who oppose its current program. And TVA is not providing leadership for the nation.

TVA should implement its slogan of "people in partnership". The Directors should not only hold open meetings but should go to the people for town meetings and discussions to obtain a true understanding of public opinions and concerns.

These thoughts illustrate how TVA could be transformed to a federal showpiece for solutions to resource related problems in the years ahead.

THE WHITE HOUSE  
WASHINGTON

ACTION	FYI
	MONDALE
	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
	MOORE
	POWELL
	WATSON

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

	ENROLLED BILL
	AGENCY BILL
	Staffing comments should go to Bert Carp within 48 hours; due from Carp to Staff Secretary next day.

	CAB DECISION
	EXECUTIVE ORDER
	Staffing comments should go to Doug Huron within 48 hours; due from Huron to Staff Secretary next day.

ACTION	FYI
	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HOYT
	HUTCHESON
	JAGODA
	KING
	KRAFT
	LANCE
	LINDER
	MITCHELL
	POSTON
	PRESS
	B. RAINWATER
X	SCHLESINGER
	SCHNEIDERS
	SCHULTZE
	SIEGEL
	SMITH
	WELLS
	VOORDE

*Handwritten notes:*  
 don't send 57  
 copy 57  
 my note  
 R.T.

Hall  
w/ Pres now

THE WHITE HOUSE

WASHINGTON

Date: March 12, 1977

MEMORANDUM

FOR ACTION:

Hamilton Jordan

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jim Schlesinger memo 2/21/77 re  
S. David Freeman as Board member  
at TVA.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Tuesday

DATE: March 15, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

*Please note other comments below:*

Should the President see this or can  
you take care if this.

Rick

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



THE WHITE HOUSE  
WASHINGTON

to recall this of note  
from me - should per see  
or can HT take care of  
this

*[Signature]*

THE WHITE HOUSE  
WASHINGTON

2/22  
This was  
in your  
hand box  
B  
MEMORANDUM

Date: February 21, 1977

FOR ACTION:  
The Vice President  
Hamilton Jordan  
Frank Moore

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jim Schlesinger memo 2/21/77 re  
S. David Freeman as Board memo  
at TVA.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Wednesday

DATE: February 23, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**


If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

21 February 1977

FOR THE PRESIDENT

FROM: Jim Schlesinger 

SUBJECT: S. David Freeman

Attached is some biographical data on S. David Freeman who is already so well known to you. Dave is quite eager to be considered for the Board vacancy at TVA -- on the premise that he replace Red Wagner next year when Red retires.

Dave has the vision and the national policy view to help restore TVA to its position as a pacesetter among American utilities, public and private. It should be carefully watched whether he has the administrative skills, but there is no way of finding out but testing. In any event there is a general manager at TVA on whom he could throw much of the administrative burden.

Attachment

THE WHITE HOUSE  
WASHINGTON

*Hold for  
comment  
from Kitty*  
MEMORANDUM

Date: March 9, 1977

FOR ACTION:

Stu Eizenstat (Attn. Kitty  
Schirmer)

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: S. David Freeman memo 3/5/77 re Future of  
the Tennessee Valley Authority.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Friday

DATE: March 11, 1977

ACTION REQUESTED:

☒ Your comments  
Other:

STAFF RESPONSE:

☐ I concur. ☐ No comment.  
Please note other comments below:

*Sent Back to Kitty Schirmer  
March 14, 1977.*

**PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.**

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



STAFF TO STY  
ATTN KITTY  
SCHIRMER

THE WHITE HOUSE  
WASHINGTON

8 March 1977

MEMORANDUM FOR THE PRESIDENT

FROM: Jim Schlesinger 

Attached is Dave Freeman's brief memorandum regarding the TVA's future. It should be useful for your meeting with Red Wagner as well as providing an insight into Dave's own aspirations for the TVA.

Let me know what further action you may require.

Attachment

---

THE WHITE HOUSE  
WASHINGTON

MEMO

TO: Kitty Schirmer

FROM: Rick Hutcheson

Could someone in your office please write a short summary of the attached, and add comments, if you have any. Thanks.

March 9, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat (Attn. Kitty Schirmer)

FOR INFORMATION:

RECEIVED

77 MAR 9 P5:13

177  
(Bert  
XC) K.Hy

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: S. David Freeman memo 3/5/77 re Future of the Tennessee Valley Authority.

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 2:00 P.M.

DAY: Friday

DATE: March 11, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☒ No comment.

Please note other comments below:

Stu Eizenstat

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

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EXECUTIVE OFFICE OF THE PRESIDENT  
ENERGY POLICY AND PLANNING  
WASHINGTON, D.C. 20500

March 5, 1977

MEMORANDUM FOR: THE PRESIDENT  
FROM: S. DAVID FREEMAN *sof*  
SUBJECT: Future of the Tennessee Valley Authority

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✓

THE WHITE HOUSE  
WASHINGTON

March 16, 1977

Frank Moore -

The attached was returned in  
the President's outbox. It is  
sent to you for your information.

Rick Hutcheson

Re: Call to Tip O'Neill



THE PRESIDENT HAS SIGNED

*not  
done  
J*

THE WHITE HOUSE

WASHINGTON

March 15, 1977

RECOMMENDED TELEPHONE CALL

TO: Speaker Tip O'Neill -- telephone # 229-7684

DATE: March 15, 1977  
9:00 p.m.

RECOMMENDED  
BY: Frank Moore *FM*

PURPOSE: To wish the Speaker a Happy Saint Patrick's Day

BACKGROUND: Each year Mr. Paul McGowan (a Washington attorney) hosts a stag Saint Patrick's Day party in honor of Speaker O'Neill. I understand that this party is a major celebration in honor of the Speaker and I know he would very much appreciate your call.

Date of Submission: March 15, 1977

Action \_\_\_\_\_

**Electrostatic Copy Made  
for Preservation Purposes**